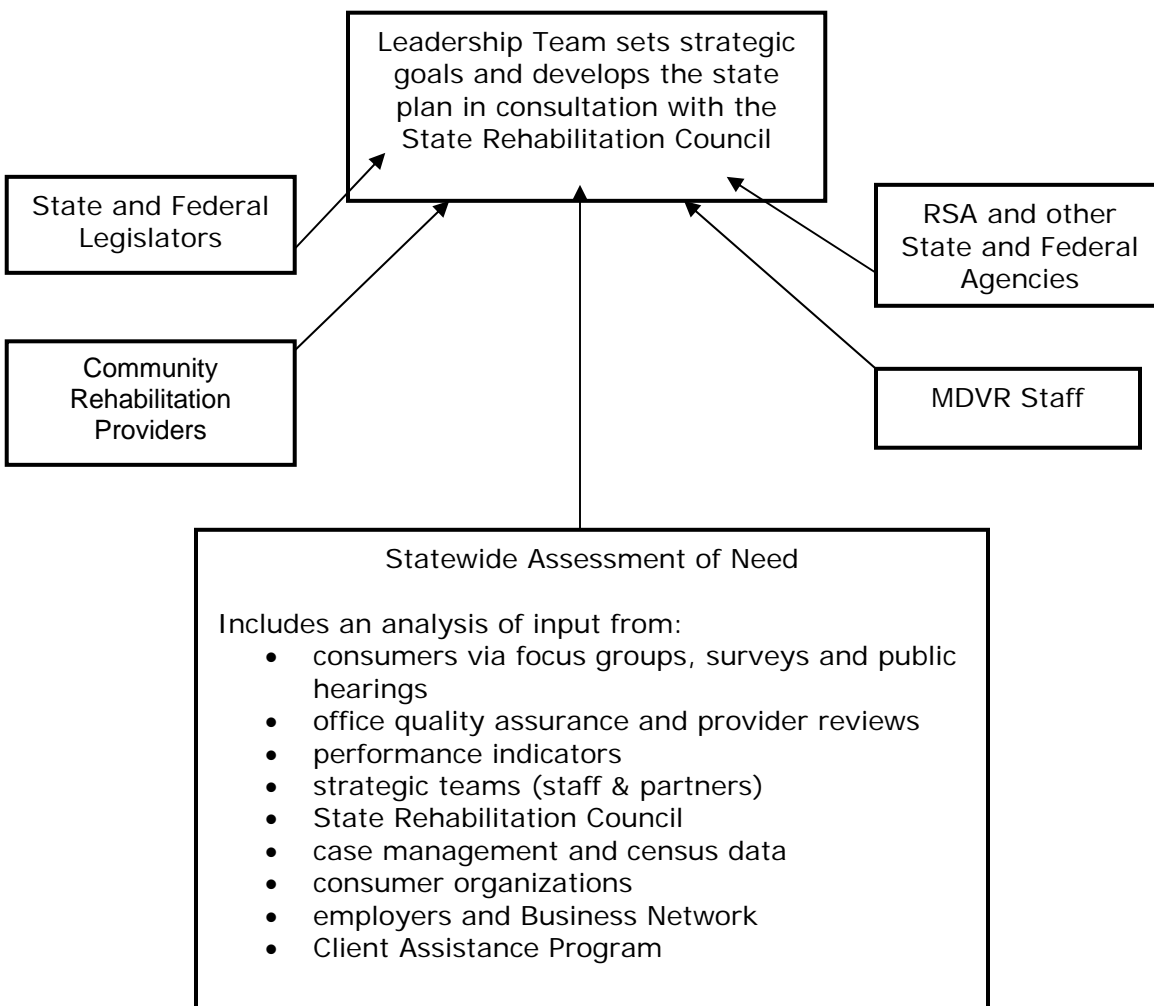




# MDVR's STRATEGIC PLANNING PROCESS

## Missouri Division of Vocational Rehabilitation Strategic Plan 2009-2011



## Mission Statement

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The Department of Elementary and Secondary Education is a team of dedicated individuals working for the continuous improvement of education and services for all citizens. We believe that we can make a positive difference in the quality of life for all Missourians by providing exceptional service to students, educators, schools, and citizens.

**We provide leadership and promote excellence. We:**

- Champion high-quality services to persons with disabilities
- Advocate equity and access for all persons
- Develop all divisional staff and community service providers
- Establish standards that demand excellence and build a solid foundation for lifelong learning, workplace skills, and citizenship
- Evaluate program and policy effectiveness
- Share best practices
- Carry out our mission with economy and minimized paperwork burden
- Assist persons with disabilities by providing individualized support and services
- Create a caring workplace that fosters teamwork and personal and professional growth

**We promise to greatly exceed customers' expectations. We:**

- Listen to those we serve in order to improve our operations and adapt to changing needs
- Forge partnerships to improve our services
- Value each employee's contribution to achieving this mission

## Value Statement and Standards of Service

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### Putting People First

Putting people first means ensuring that the Missouri Division of Vocational Rehabilitation provides the highest quality of employment orientated services to Missourians with disabilities. All of our policies, procedures and practices will reflect our commitment to providing consumers with the highest quality of services available. This commitment will always reflect and support the Missouri Division of Vocational Rehabilitation's mission.

### Standards of Service

*We will...*

- Treat you with courtesy and respect
- Respond to you in a timely and professional manner
- Ensure informed choice and encourage your involvement in the rehabilitation process

- Assure you are assisted by staff who are caring and competent
- Make information and services easily accessible
- Welcome your suggestions and comments and promptly respond to your complaints
- Serve as an advocate for you
- Inform you of your rights as a consumer

## Operating Principals

We will...

- Act with a sense of urgency
- Provide quality customer service
- Maximize our resources
- Do the right thing
- Put people first
- Continuously evaluate our practices/processes

## Goals and Strategies

**Goal 1: *Improve the accountability and performance of service providers.***

### Objective 1

Increase wages and hours worked for consumers.

### Strategies

1. Develop a revised payment-for-performance provider agreement in FY 2010, emphasizing clear expectations and performance measures.
2. Develop specific outcome benchmarks
3. Develop a quality assurance review process to assess Community Rehabilitation Program (CRP) outcomes
4. Evaluate the effectiveness of the provider and the quality assurance process twelve months following implementation and on an ongoing basis thereafter

**Goal 2: *Track, trend and measure quality outcomes with staff and providers through the purchase of a new case management system.***

### Objective 1:

Develop an effective caseload management system with data reporting capabilities to operate VR program efficiently

### Strategies

1. Evaluate the RFP for the features required for the new case management system and make a contract award.
2. Develop a team to work with the contractor to ensure the necessary resources, tools and supports are integrated into the new case management system.
3. Develop training on how to review and utilize the data in the new system.
4. Periodically monitor performance of staff and providers by utilizing the data in the system.
5. Integrate fiscal data with case services to improve accountability.

**Goal 3: *Increase employment outcomes for individuals with autism spectrum disorder.***

**Objective 1:**

Increase the percentage of employment outcomes for individuals with autism spectrum disorder (ASD) by 10%.

Baseline data: In FY08, 67 individuals with autism/ASD reached employment outcomes after services with MDVR.

**Strategies**

1. Establish an Innovation and Expansion (I & E) project to identify resources that would enhance services and employment outcomes for individuals with ASD.
2. Analyze the results of the TACE focus groups regarding autism services to develop best case practices based on the findings.
3. Work jointly with TACE to develop a pilot project to individualize the assessment process for individuals with ASD.
4. Develop and maintain close working relationships with state and local partners (e.g. Department of Mental Health (DMH), Workforce Development (WD) partners, Independent Living Centers (ILCs), CRPs, Supported Employment Service Providers (SESPs), etc.) to maximize resources and develop appropriate services and support systems.
5. Develop MDVR's I & E grants with CRPs to expand and improve services and outcomes to clients with autism/ASD. These Autism I & E grants will target this underserved population including strategies for outreach to culturally diverse clients.
6. Coordinate joint training activities with MDVR counselors and CRP staff to improve services and outcomes for clients with autism/ASD.
7. Collaborate with TACE center from UMC to implement focus groups with VR and CRP staff regarding needs and best case practices for serving individuals with autism/ASD.

**Goal 4: *Use resources efficiently to effectively serve individuals with significant disabilities.***

**Objective 1:**

Meet or exceed the number of competitive employment outcomes.

Baseline data: In FY08 4,365, individuals reached employment outcomes after receiving services with MDVR and 4,031 were competitively employed.

**Strategies**

1. Continually evaluate caseload sizes, office work load and staffing to maximize efficiency.
2. Develop and maintain close working relationships with state and local partners (e.g. DMH, WD partners, ILCs, CRPs, SESP, etc.) to maximize resources and develop appropriate support systems.
3. MDVR will recruit rehabilitation counselors from culturally diverse backgrounds to better serve individuals with significant disabilities from underserved populations.
4. The SRC and MDVR administrative staff will continue to meet and review consumer satisfaction feedback to improve services.
5. Supervisor will approve all initial plans and all services which exceed \$10,000.

**Goal 5: *Increase utilization of assistive technology services with consumers.***

**Objective 1:**

Meet or exceed the number of individuals receiving technology services.

Baseline data: In FY08, MDVR provided a variety of assistive technology services, devices and equipment to 704 individuals for a total cost of \$2,502,695.

**Strategies**

1. MDVR will work jointly with CRP and other partnering agencies, including Workforce Investment partners, to develop and sponsor ongoing training in assistive technology services.
2. At any time during the rehabilitation process, MDVR's statewide assistive technology specialists will provide technical assistance to VR counselors throughout the state.
3. MDVR staff will participate in activities, training programs and conferences sponsored by the Missouri Assistive Technology Project (MATP).
4. MDVR's coordinator for deaf services will meet with all VR Counselors for the Deaf (VRCDs) on an annual basis to discuss new strategies, resources and issues for deaf and hard of hearing consumers.
5. MDVR's coordinator for deaf services will work closely with VRCDs, VR counselors, partner agencies and providers to develop best case practices and reasonable and customary fees for assistive devices.
6. MDVR will assign ad hoc team to reevaluate best practices for vehicle modification and home modification.
7. Develop MOU with Agribility to better coordinate assistive technology services for farmers.

**Goal 6: *Reduce the average amount of time from application to services delivery.***

**Objective 1:**

Maintain or reduce the number of days to determine eligibility.

**Objective 2:**

Reduce the number of days from eligibility to IPE by 5%.

Baseline data: At the end of FY08, the average number of days to eligibility was 28. At the end of FY08, the average number of days from eligibility to IPE was 122.

**Strategies**

1. The VR/CRP Team (comprised of MDVR counselors, supervisors and CRP administrators) will make recommendations to improve services.
2. All offices will review office business processes to maximize timeliness in eligibility determination and service delivery.
3. Appropriate management staff will carry partial caseloads to assist with timeliness.
4. District supervisors will utilize reports to monitor timeliness from application to eligibility and eligibility to service delivery.
5. Develop a process to identify descriptors to determine why a case is in status 10.

**Goal 7: *Increase the number of employment outcomes of high school students with disabilities exiting the MDVR program into employment outcomes.***

**Objective 1:**

Increase the percentage of transition students reaching employment outcome by 2%.

Baseline data: In FY08, 741 transition students reached employment outcomes after services with MDVR.

#### Strategies

1. The Diversity Team will partner with the Transition Team to develop strategies that will improve services and outcomes for high school students with disabilities from diverse backgrounds.
2. Increase the number of students that participate in the Cooperative Work Experience Program for transition services by monitoring referrals, applicants and outcomes.
3. The ad hoc Transition Team will develop joint training activities with MDVR, school, and CRP staff. Training will be focused on improving services and outcomes for students with disabilities.
4. MDVR district supervisors and regional managers will work with district offices to ensure that all public high schools have regular contact from counselors.
5. MDVR will continue to promote the development of partnering activities with school districts and CRPs to provide community-based transition services and opportunities for students with disabilities.
6. Continue to emphasize transition students consider post secondary education as an option.

#### **Goal 8: *The Division will review and implement cost saving practices.***

##### Objective 1:

Reduce amount of costs associated with assessment services

Baseline data: Approximately \$10,300,000 was spent on assessment services in FY 08.

#### Strategies

1. VR/CRP Team to review and recommend best practices that VR counselors and CRP staff could do to reduce need for purchased assessment services.
2. A review of similar state VR programs assessment practices and evidence based practices.
3. Develop and implement joint training with CRP and VR staff.
4. Develop methodology to review and measure outcomes, consumer satisfaction and cost effectiveness with CRPs and SESP.
5. VR ad hoc team to identify and recommend vocational assessment tools to be used by district office staff.

##### Objective 2:

Form ad hoc teams to study and recommend cost saving and effective approaches to case services, assistive technologies and staff development.

Baseline data: Review FY 09 Team Tracking Roster

#### Strategies

1. Assistive Technology ad hoc team to meet and recommend cost saving practices and readily available resources regarding assistive devices, vehicle and home modifications and driver training.
2. Staff Development Advisory ad hoc team to develop cost effective training and staff development programs that will meet the needs of staff and support goals and priorities.
3. Ongoing local and regional training with VR staff to discuss various cost saving practices.

4. OAR and regional staff will identify elements to track & trend data; establish parameters and develop instruments on measuring competencies.
5. Rehabilitation Assistant/Technician ad hoc team to meet and develop job description for rehabilitation paraprofessionals.

**Goal 9: *Increase effective communication with consumers, staff, referral sources and providers regarding mission, goals, priorities and outcomes***

Objective 1: Develop methods of communication and feedback with consumers, staff, referral sources and consumer organizations

Baseline data: List new ways to communicate with consumers, staff and providers

Strategies

1. Develop regional focus groups with consumers using a diverse random sampling. Focus groups will incorporate agency mission, goals and solicit ideas to improve services.
2. Management to meet with all district office staff to provide training on performance standards and indicators
3. Continue to disseminate strategic team updates and progress on goals to all district office staff.
4. Continue to survey referral sources regarding customer satisfaction.
5. Develop joint VR and IL workshops to foster partnerships and collaboration.
6. Continue to develop and provide leadership opportunities for all staff.